

## ФОРМИРОВАНИЕ КОМАНДЫ И ГРУППОВАЯ ДИНАМИКА TEAM FORMATION AND GROUP DYNAMICS

Одной из центральных проблем современного менеджмента является проблема формирования эффективной и сплоченной команды. Ее решение – одна из важнейших задач успешного менеджмента. Целью данной работы является показать, какие факторы способствуют формированию подобной команды, в чем проявляется динамика ее развития, и как эти социальные явления связаны друг с другом. Основным выводом статьи является то, что грамотному руководителю необходимо найти и поддерживать баланс между групповой сплоченностью и групповым напряжением для того, чтобы группа развивалась и переходила на качественно новый уровень.

One of central problems of present-day management is forming a united and effective team, and I consider that it is one of the most important objectives of management as a whole.

Speaking about an effective work, we should make a division between a group and a team.

A group is a number of people who are gathered at the same place and time to achieve some purposes. The members of a group might not be acquainted with each other. The main social qualities of such an organization are mutual aims. As an example we can take a group of tourists going abroad. They don't have any objectives which could promote cooperative work.

A team is a small mobile group of like-minded people with neatly stated and deliberate options and skills of group work. An effective team has its own specific features:

- Synergy effect.
- Premeditation of all team-mates to achieve the final result.
- Initiative and creativity while making decisions.
- The activity of all members while discussing problems.
- High productivity of each member and their determination to find the best solution.
- Playing a social role by each team member.

Now I would like to show you an example of the effective team building.

I took part in a boat trip on Vuoksa Lake last summer. We had a group of 22 members from which five groups were created. We called them crews. In each of them a formal leader was appointed.

During the cooperative work, communicating different problems, such as food and inventory distribution, boating, everyday duties etc., the students got to know each other better. They began to use different skills efficiently, and the team properties began to reveal themselves. The real leader became uncovered in each crew, and there could have been a formal leader too. If a formal leader was a real leader of a team, there was not any problem to solve. In the opposite situation, there appeared some sociological problems, such as role conflicts. Sometimes they had to be resolved by the whole group captain.

Except the leaders the other social roles were revealed:

- *organizers* – the most mobile members of the team who could influence the other crew-mates. They were, in fact, informal leaders.
- *ideas generators* – people, who were the source of original ideas. In an intelligent way they could influence the others.
- *inspectors-critics* – who evaluated the situation and brought out potential mistakes of future decisions.
- *experts* – who coordinated the actions and involved passive members of the crew into the work.
- *authentic persons* – who didn't express their own feelings.

So, we have an effective team. Different social roles were determined to create its unity and to carry out global aims.

We asked one question to ourselves: what can be conducive to build an effective team and what the group dynamics is?

Answering this question, we were led by the idea that the two opposite conditions of a group exist. They are group unity and group tension.

The unity of a group is displayed in satisfaction of all the group members with their conditions and activities. But you should remember, that the whole satisfaction can bring a group nowhere, because as there are not any problems and stressful situations, there is no need to develop, and, consequently, stagnation comes.

Group tension is the other margin, which is displayed when group members are dissatisfied with something: for example, the goals of a trip, their duties, environmental conditions etc. The extreme point of it is a situation conflict, and as a result the group can fall into pieces.

Now I would like to illustrate this statement by the following example.

During the last summer trip, the team of students of this university had a rest and got some satisfaction, but when the trip finished, they realized, that something was wrong. For example, the places, where they stayed, were strongly polluted. Dissatisfaction appeared, and the team of students started to get transformed into the team of researchers, who decided to elaborate several measures to improve the ecological situation in that region. They also decided to work out some laws and to address the local authorities.

This process of such group development we can call group dynamics – when it is turning into a new social category by maintaining the balance between group unity and group tension.